

# Operating resilient supply chains

2020 ACTIVITY AND CORPORATE SOCIAL

RESPONSIBILITY REPORT



**GEODIS**  
KEEP RISING

# A global supply chain leader

A leader in the global transport and logistics industry, GEODIS specializes in optimizing its customers' supply chains through end-to-end solutions that ensure efficiency, reliability and cost control. With its global network spanning 120 countries, GEODIS supports its customers' growth by leveraging the capabilities of its five global lines of business, the professionalism of its 41,000 employees and the advantages of its physical infrastructure, processes and information systems. Through its commitment to operating responsibly, GEODIS demonstrates its innovative and responsive approach, openness to the world and readiness to go the extra mile for every customer.

# Contents

**4-5**  
**MARIE-CHRISTINE LOMBARD'S MESSAGE**

**6-13**  
**OUR RESPONSE TO THE COVID-19 CRISIS**

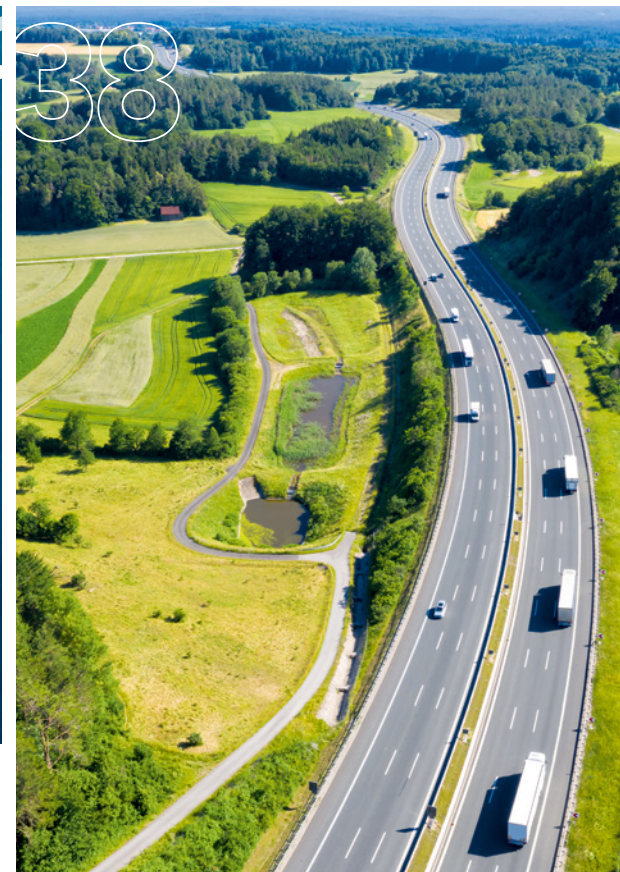
Responding rapidly and efficiently to the Covid-19 pandemic, GEODIS focused its attention on protecting the health of its employees while responding to the needs of its customers.

**14-37**  
**DRIVING VALUE CREATION THROUGH LOGISTICS EXCELLENCE**

Through its Business Excellence management system, guided by its 7 Golden Rules and 7 Leadership Principles, GEODIS sets the performance standard for its industry.

**38-63**  
**BUILDING A MORE SUSTAINABLE FUTURE**

Anchored in its ongoing 20-year commitment to meeting stakeholder expectations, GEODIS continues to work to improve its performance on environmental and social issues.



# GEODIS teams deliver in a year of crisis

🕒 **The arrival of the Covid-19 pandemic at the beginning of 2020 made it a year like no other. CEO Marie-Christine Lombard talks about the company's rapid response, its focus on people and customers and its role in supporting multiple stakeholders. After a year of challenges, GEODIS emerged well-positioned to continue its growth and its progress toward achieving its ambition.**



**Marie-Christine Lombard**  
CHIEF EXECUTIVE OFFICER OF GEODIS

## WHAT WAS GEODIS' EXPERIENCE DURING A YEAR OF GLOBAL PANDEMIC?

The Covid-19 crisis confronted us with multiple challenges, as it did for all companies and individuals. From the outset, our priority focus was on ensuring the safety and well-being of our people. We took the threat seriously, reinforced by the early warning we got from our teams in Asia, which enabled us to act early and decisively in responding to it.

True to our golden rule, "Ensure the safety of our people everywhere at any time," we implemented action plans with our HR community in every region of the world to help our managers provide protective equipment for everyone working at our sites.

At the same time, we went the extra mile to secure the supply chains of our customers, some of whom were severely impacted by this deep and unforeseen crisis. Many were unable to operate their manufacturing plants due to shortages of critical supplies, sometimes sourced from one particular country/region, or to an inability to find adequate transport capabilities. As a result, they had to rapidly change their sourcing and entire transport/logistics

**"As the global situation became quite alarming in April, we stepped in to play a vital role by becoming the logistics arm to the French government."**

chain. We had to be proactive and innovative to find and implement specific solutions. A widespread challenge many faced was simply keeping track of what was happening. So, our marketing teams introduced a daily Coronavirus newsletter with all the relevant information on transport gateway (airports, harbors) closures and capacity shortages in countries around the world. We were true to our mission "of helping our customers succeed by overcoming logistical constraints" – and Covid-19 was, and remains, a huge constraint!

## WHAT WERE THE IMPACTS ON YOUR OPERATIONS AND RESULTS?

It varied across our businesses and regions. Some were hard-hit while others saw double-digit growth. Our Contract Logistics e-business activity, for example, saw a dramatic rise in the volume to be handled as consumer demand shifted from traditional retail to online purchases. As Contract Logistics is one of our pillars, we were able to face this huge spike in volume by finding additional people and square meters. As the global situation became quite alarming in April, we stepped in to play a vital role by becoming the logistics arm to the French government, airlifting masks from China to France and distributing them to the population, leveraging our unrivaled last-mile capabilities. It was a great example of a seamless end-to-end solution.

Overall, our results have been strong, with revenue growth of 4.5% for the full year compared to 2019, no margin dilution and strong cash flow generation, thanks to efficient cash management, which in turn enabled us to reduce our debt. All of this has been consistent with our values to be customer centric, trustworthy, innovative, passionate and show solidarity with our partners, working with many of our suppliers to keep them going. All these developments have resulted in improved satisfaction levels for both our customers and employees.

## WHAT DOES THIS MEAN FOR THE FUTURE?

The crisis demonstrated that supply chains can be disrupted. Our customers recognized that GEODIS has been supportive during the crisis. More than ever, they are including us in the design of more robust, resilient and agile supply chains. This means that GEODIS is becoming a strategic partner, moving up the value chain in the provision of logistics services. Despite the crisis, we have continued to invest in our strengths, adding square meters of hubs and warehouses and upgrading many facilities with mechanized equipment. This has enabled us to offer better services at optimized costs, especially for the e-commerce market, which is a strategic focus for us. We also have reinforced our presence in Poland, which is amongst our key strategic markets, with the acquisition of PEKAES, one of the country's leading distribution networks.

**"We went the extra-mile to secure the supply chain of our customers, some of whom were severely impacted by this deep and unforeseen crisis."**

We have reduced our CO<sub>2</sub> emissions in 2020 versus 2019 and therefore we are making progress on our commitment to reduce our greenhouse gas emissions by 30% versus our reference year of 2017 by the year 2030. As a result, our efforts and results have been recognized with an A-rating from CDP and an Ecovadis Gold medal.

GEODIS' performance this year has left us well-positioned to deliver on our Ambition 2023 strategic plan and achieve annual revenue growth at or above that of the global logistics market, a doubling of our operational margin and strong cash generation. This has been made possible thanks to the dedication, expertise and engagement of our teams around the world. I would like to thank them warmly for their commitment throughout this extraordinary year.

Responding rapidly and efficiently to the Covid-19 pandemic, GEODIS focused its attention on protecting the health of its employees while responding to the needs of its customers. A response that highlights GEODIS' agility and ability to react with innovative solutions to ensure supply chain reliability and resilience.



# OUR RESPONSE TO THE COVID-19 CRISIS

# Ensuring the safety of our people



**In the face of the unprecedented Covid-19 crisis, GEODIS' highest priority was protecting the health and safety of its people as it worked to ensure business continuity for its customers.**

Based on the experience relayed by its teams in the Asia-Pacific region, GEODIS was able to put in place protective measures worldwide, beginning with the earliest stages of the crisis. This included providing masks, hand sanitizer and other personal protective equipment and implementing policies to ensure physical distancing and to enable remote work. A major priority: providing timely and accurate information about the coronavirus and the protective measures to be taken. Numerous communications were provided to teams explaining how to work safely and protect themselves and those around them throughout the day, including those operating in rotating shifts on sites. Employees working remotely

received guidance on working from home and recommended best practices for IT. A guide for managers about Covid-19 was issued in April 2020 and updated in the months that followed. This reference document, widely distributed and locally adapted, covers government rules specific to GEODIS, good practices, testing procedures, health indicator monitoring and enhanced site practices and knowledge tools. The company developed new tools to keep customers informed, setting up a task force and issuing daily coronavirus updates to our ecosystem with the latest on logistics conditions and country-by-country regulatory actions related to the Covid-19 crisis. GEODIS teams worked closely with customers, helping them to adapt their supply chains and, for many, to ramp up their digital and e-commerce operations. GEODIS also played a direct role in early government responses to the crisis such as establishing an "air bridge" between China and France to enable the delivery of needed medical equipment and supplies.



**ANNE TAN**  
HUMAN RESOURCES DIRECTOR,  
ASIA PACIFIC



**"We faced multiple challenges in ensuring employee safety during the pandemic. Some governments adopted more liberal approaches with less restrictive regulations than our corporate guidelines. We also needed to guard against exposure of frontline staff at non-GEODIS premises, as well as the mixing of teams outside of work due to underestimation of the risks at times by employees. In addition to ensuring adequate supplies of PPE and providing constant education on proper hygiene, we were careful to always err on the side of caution. For example, we would split**



**teams or delay in reuniting them, even if it was permitted under the national regulations. Our rule was to always apply the most stringent guidelines, be it the local country's or the company's, in order to maximize the health and safety of employees."**



**CHRISTELLE THOMAS**  
QUALITY SAFETY ENVIRONMENT & COMMUNICATION DIRECTOR,  
CONTRACT LOGISTICS FRANCE



**"As the Covid-19 crisis developed, we had to be very responsive and agile. Government directives were changing and being updated rapidly as each piece of new information was made public. We were constantly adapting to make sure our employees on all sites were protected and we were complying with the latest government measures. At the same time, we were responding to multiple, urgent requests from our customers. We were in crisis management mode over a long period**

**of time. The key to our success was taking a pragmatic approach with simplified procedures and the sharing of good practices, which were published as a practical guide for all teams. We also relied on visual displays to help explain safety measures clearly and made sure we were always listening to the feedback from our teams on the sites. We succeeded thanks to great teamwork and the strong connections we maintained with all stakeholders."**

## Responding rapidly to urgent needs

🕒 In addition to helping meet customer supply chain needs, GEODIS teams were on the front lines supporting the response to protect public health. Through its expertise, agility and global network, the company was able to effectively partner with governments and health sector entities to speed the delivery of equipment and supplies to where they were needed most.



### FILLING THE GAP BY AIR AND RAIL

As customers rushed to adapt their operations in the early days of the coronavirus crisis, GEODIS took steps to ensure the availability of resilient and reliable logistics. With ocean freight disrupted and air cargo options severely restricted by the cancellation of scheduled flights by established carriers, GEODIS organized more than 650 air charters around the world. Flights between Europe and Asia began operating as early as mid-February, followed by the opening of air links between the Americas with both Asia and Europe. Customers seeking overland solutions could rely on GEODIS' rail services between Germany and major Chinese cities.



The flights represented a volume of around 2,400 m<sup>3</sup> of capacity weekly.

### MEETING THE DEMAND FOR MEDICAL SUPPLIES

In response to new challenges of the Covid-19 crisis, GEODIS developed a dedicated concept for the transportation of personal protective equipment that was applied to support governments by transporting critical medical supplies and equipment. Some of the major operations included shipments of 50 million disposable medical gloves from China to Germany, millions of protective masks from China to France and the U.S., and urgently needed medical devices, such as respirators.



### EMERGENCY SUPPLIES TO FRENCH PHARMACIES

In France, GEODIS delivered nearly 21,000 pharmacies in less than 72 hours to pharmacies across the country as supplies ran low in the first weeks of the pandemic. Deliveries were made in full compliance with hygiene rules and protective measures to protect the health of GEODIS team members and pharmacists.



More than 2 billion masks were sent from China for healthcare workers in France.



**'Keep Rising' story: Supporting a customer's growth in a crisis year**



**TIMOTHÉE MEURANT**  
SUPPLY CHAIN LEADER, ZÔDIO



**VALÉRIE BERNA**  
BUSINESS DEVELOPMENT DIRECTOR FOR CONTRACT LOGISTIC IN FRANCE ON RETAIL, COSMETICS & HEALTH CARE MARKET SALES, GEODIS

⌄ **Against the unique backdrop of the Covid-19 crisis, GEODIS teams enabled home decor company Zôdio to continue its rapid expansion, delivering on our commitment to help clients to 'keep rising'.**

**TIMOTHÉE MEURANT:**

**WHAT IS YOUR ROLE WITH ZÔDIO?**  
Since arriving in April 2018, I have helped create Zôdio's supply chain to support our 20 stores in France and 250 suppliers. Our transformation and actions taken during those 30 months helped us achieve a very good performance in 2020 and led us to announce a new ambition to generate 150 million euros in turnover.

**VALÉRIE BERNA:** Zôdio issued a call for tenders to establish a warehouse and manage logistic flows that was won by GEODIS at the end of 2018 and we began managing the first flows in January 2019. GEODIS handles order preparation, cross dock activities and distribution to meet in-store needs for all 20 stores. Our services are split between cross dock, preparation for delivery for back-end references and operations.

**HOW DOES THE PARTNERSHIP EXEMPLIFY GEODIS' MOTTO TO "KEEP RISING?"**

**V. B.:** Consistent with our commitment to help our customer overcome their logistical constraints, we provide in-store convenience so that a department manager can spend time with customers, not managing inventory. We were able to quickly scale our services to support our customer's rapid expansion: Zôdio's warehousing presence will have grown from 1,000 to 15,000 sqm by June 2021, in less than two and a half years. The close relationship we built with Zodio supply team allowed us to support Zôdio in restarting its retail operations post-lockdown and to be ready for the busy year-end period.

**T. M.:** The crisis was actually an accelerator and learning experience during a time of tremendous growth. The total flow in 2019 was 2 million items; last year, it rose to 7 million and is projected to reach 14 million in 2021. As the lockdown hit in March, we recognized that we had to finalize the preparation of the year-end Christmas commercial operation, which

represents more than 30 % of our annual sales volume. GEODIS' in-depth understanding of our value chain enabled it to identify and implement solutions. Working closely together, our teams ensured we were ready both when our stores re-opened and for the Christmas rush. There is a shared determination to overcome obstacles and keep pushing forward to achieve success fully reflects the spirit of Keep Rising.

**WHAT ARE THE PRIORITIES GOING FORWARD?**

**T. M.:** We have reached the maturity level necessary to be able to supply the 20 stores. To achieve an omnichannel logistics platform that absorbs 100% of the flow, we are working to optimize surfaces and processes through organization and technologies such as creating a data exchange to ensure traceability of flows.

**V. B.:** We also would like to support Zôdio in combining their currently separate B2B and B2C platforms to have a single stock. Developing the trust required to become a reliable partner means being willing to go the extra mile to help our customer overcome any challenge and keep moving forward.

**"There is a shared determination to overcome obstacles and keep pushing forward to achieve success."**



Through its Business Excellence management system, guided by its 7 Golden Rules and 7 Leadership Principles, GEODIS sets the performance standard for its industry. This approach is designed to deliver strong, sustained results on behalf of all stakeholders. Tracked through metrics, it is part of a commitment to continuous improvement.

# DRIVING VALUE CREATION THROUGH LOGISTICS EXCELLENCE



# A framework for excellence



– with the delivery of strong, sustained results on behalf of all stakeholders.

### DAILY CONDUCT

To provide practical guidance to team members for applying the Business Excellence model in day-to-day activities, GEODIS has defined 7 Golden Rules that summarize the important actions required to deliver excellent results.

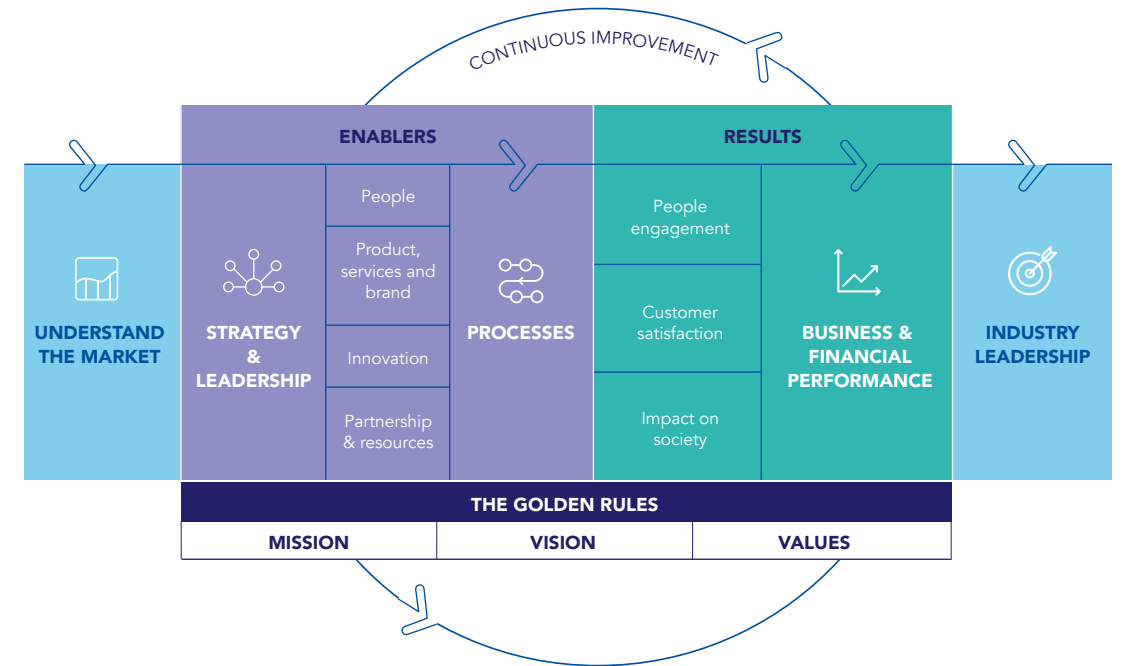
In addition, a set of 7 Leadership Principles outlines the behaviors expected as effective leaders of our teams. These principles are founded on GEODIS' Investors In People framework for engaging team members, an approach that is key to the company's achievement of its objectives.

### MEASURING RESULTS

As a management system, the Business Excellence model translates into operational terms the daily actions to be taken by employees and managers. Through a set of KPIs, the model lays out metrics for measuring performance against expected results, the impact on stakeholders and priorities for continuous improvement.

Ongoing analysis of these results enables the identification of opportunities for progress and changes in practices that are part of a process of continuous improvement, leading to the setting of more ambitious targets.

## AN ENHANCED BUSINESS EXCELLENCE MANAGEMENT SYSTEM



| 16 |

### Mission

To help our customers overcome their logistical constraints

### Vision

To be the growth partner for our customers

### Values

Commitment  
Innovation  
Passion  
Solidarity  
Trust

With its comprehensive approach, GEODIS makes clear the interrelated elements, performance metrics and expected behaviors for achieving Business Excellence.

GEODIS' actions are guided by its clear vision and mission, and a commitment to a set of values that reflect in its culture. These foundational elements underpin the company's focus on creating long-term value for its key stakeholders: customers, employees, shareholders and society.

To achieve these objectives, GEODIS applies its Business Excellence model. This approach links key enablers – which describe the methods (best practices and areas for focus) to be implemented

| 17 |

### OUR 7 GOLDEN RULES

- Make it easy for the client to do business with us
- Be a good citizen
- Win, retain and develop profitable clients
- Ensure the safety of our people everywhere and at anytime
- Recruit, develop and retain quality people
- Get paid for what we do
- Always deliver a perfect service

### OUR LEADERSHIP PRINCIPLES

- Walk the Talk
- Be a Strategy Ambassador
- Debate. Decide. Align.
- Drive Results
- Duty to Communicate
- Engage & Empower People
- Own the All

# Our value creation model

 A leading global logistics expert, GEODIS delivers value through optimized supply chains and a customer-centric focus.

## OUR RESOURCES

### EMPLOYEES

- 41,837 employees
- 91.79% employees on permanent contracts
- 38.47% female employees
- 20.92% female top executives
- 10.07 training hours/FTE

### CUSTOMERS

Large portfolio of **165,000** customers

### FINANCIAL

Strong shareholding (100% SNCF, Fitch Ratings A+, Moody's Aa3, S&P Global (AA / A-1))

### OPERATING CAPABILITIES

814 sites located in **60** countries  
8.7 million sqm of warehousing space, including 25 premium sites

### ENVIRONMENTAL FOOTPRINT

Diesel fuel consumption: **52.1 million** liters  
Electricity consumption: **209 million** KWh  
Natural gas consumption – Buildings: **113 million** KWh

## VERTICAL MARKETS

- Fast moving consumer goods
- Retails
- Industrial
- Automotive
- Healthcare
- Hightech
- Aerospace and defense

## THE OFFERS

- Air & sea freight
- Road freight
- Express delivery
- Warehousing, order fulfilment & value added services
- Customs brokerage
- Heavy transport
- Rail transport
- Supply chain advisory

## OUR IMPACT

### EMPLOYEES

- 14,145 recruitments
- Occupational accidents 2020 vs 2019:
  - Frequency rate: **-1.35 pt**
  - Severity rate: **+0.04%**
- Employee overall satisfaction rate: **84%**

### CUSTOMERS

- Customers satisfaction rate: **88%**
- Global Accounts contract renewal rate: **87%**
- 232** sites (28% of total sites with triple QSE certification (quality, safety, environment))
- "Leader" in Gartner's "Magic Quadrant"

### FINANCIAL

- Strong recurring annual operational cash flow: **€255m**
- Operational margin: **€719m**

### IMPACTS ON SOCIETY

- 87.5%** of vehicles are Euro 6, electric, hybrid and natural gas
- Evolution of CO<sub>2</sub> emissions 2020 vs 2019:
  - Scope 1: **-13%**
  - Scope 2: **-14%**
- EcoVadis assessment: **Gold, 68/100**
- CDP assessment: **A-**



## CUSTOMERS BENEFITS

- Complexity management of logistics flows
- Sustainable partnerships taking into account the reduction of the environmental footprint
- Consistence performance
- Solution tailored to need
- Optimization

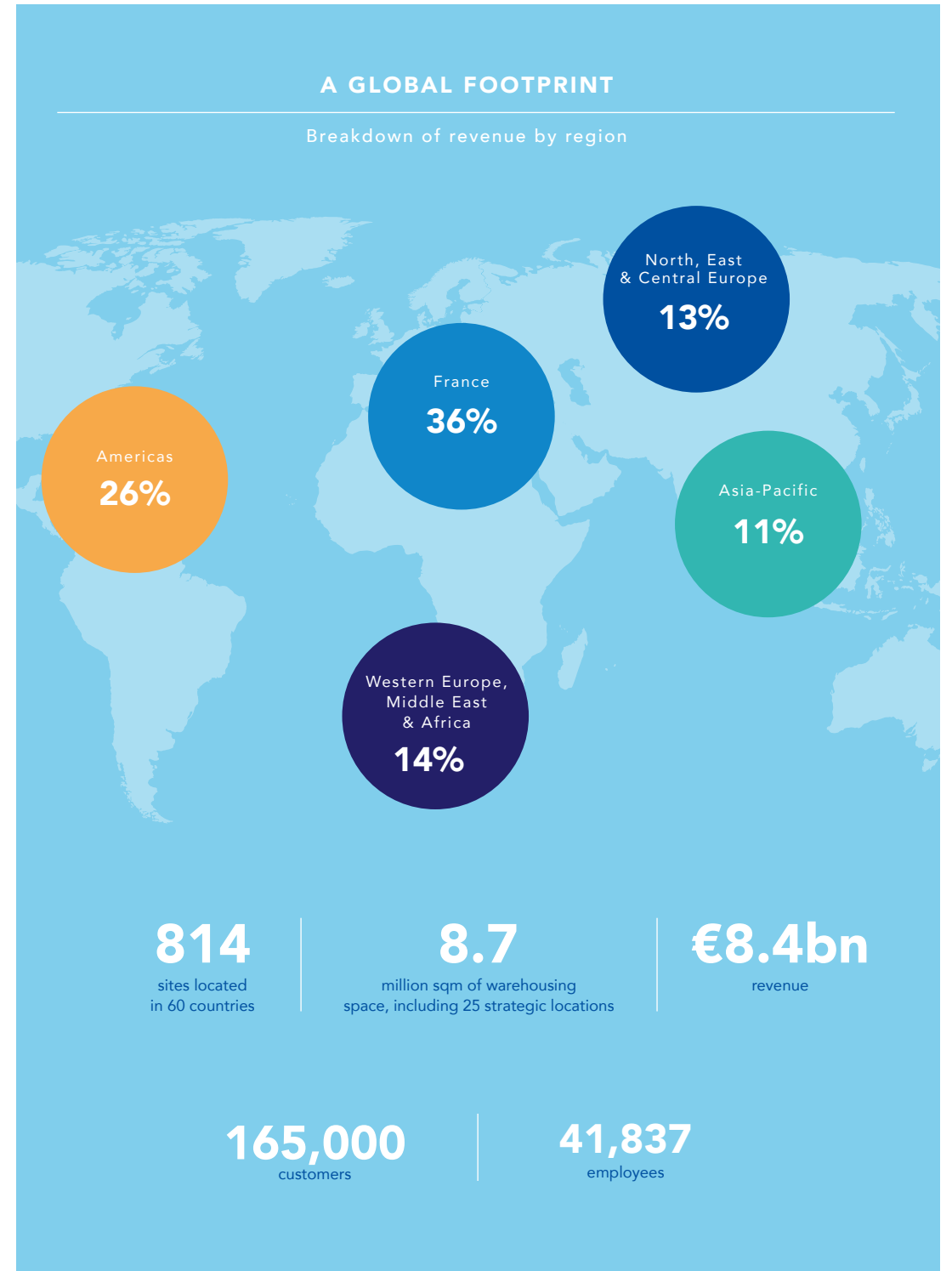


| 20 |

## A global, customer-focused organization

With confirmation of the strategic dependence of countries on a strong Transport and Logistics sector, GEODIS continues to play a leading role in raising standards across the industry and promoting the advancement of sustainability throughout the supply chain. As the trusted growth partner of our customers around the world, we continue to deliver solutions that overcome logistical constraints and establish the benchmark standard for efficient, reliable and resilient networks.

Across the globe, GEODIS supports customers with their development through end-to-end solutions that leverage our capacity for innovation. Based on the company's model for business excellence and an organization-wide focus on meeting customer needs, GEODIS teams work to help customers to solve their logistical constraints and optimize their supply chains. With our global footprint and customer-centric organization, our teams deliver services through our five Lines of Business and unique portfolio of services to nearly 165,000 companies, from local SMEs to multinational corporations. In response to emerging new technologies, shifting demand and a business environment characterized by new risks and uncertainties, GEODIS continues to demonstrate agility by investing and upgrading our offering to ensure efficiency, reliability and cost control.



| 21 |

# Expertise across 7 vertical markets

🕒 **GEODIS delivers its expertise to customers in seven core vertical markets, offering global and locally-adapted solutions that respond to the specific logistical challenges at every step of the supply chain.**



## RETAIL

GEODIS supports its Retail customers in implementing their omnichannel strategies and benefiting fully from the rapid growth in e-commerce with specific integrated solutions. We help them to optimize their supply chains in real-time, giving them a full visibility on their inventories, allocating strategically the orders through DOMS and providing visibility on distribution, ensuring they do not miss a single sale.



## FAST-MOVING CONSUMER GOODS

GEODIS provides Fast-Moving Consumer Goods customers an agile yet robust supply chain to cope with the high volatility of volumes, which could be generated by micro and macro seasonality as well as by the impacts of marketing campaigns and new product introductions. We can provide global and local logistics solutions on any scale, no matter the location of the suppliers.



## INDUSTRIAL

GEODIS offers a complete range of multimodal and environmentally-friendly transportation solutions to meet its customers supply chain challenges. We can deliver the most unusual and demanding projects, where a high level of technical expertise, a flawless approach and pinpoint accuracy are required. We adapt these solutions carefully, optimizing the supply flows, distribution and after-sales service of our customers.



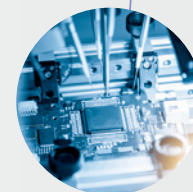
## AUTOMOTIVE

GEODIS puts decades of logistics expertise into our Automotive industry service, helping our customers overcome the challenges of on-demand production. We provide adapted and comprehensive in-house warehousing services, such as pick & pack, SKD/CKD, sub-assembly, line-feed operations and optimized door-to-door transport with real-time visibility.



## HEALTHCARE

GEODIS – as a flexible logistics provider for many leading healthcare companies – excels in meeting the strict regulations across the entire healthcare supply chain. We provide innovative, compliant and worldwide logistics solutions, no matter where suppliers are located. From inventory planning to climate-controlled storage and specialized transport, our value-added solutions will adapt to our customers' need for operational excellence.



## HIGH-TECH

GEODIS offers agile and secure solutions for all of your High-Tech logistics operations. We provide support throughout the product value chain, from supplying components through VMI to their final recycling. We also ensure order management across all sales channels and direct deliveries to resellers or end consumers.

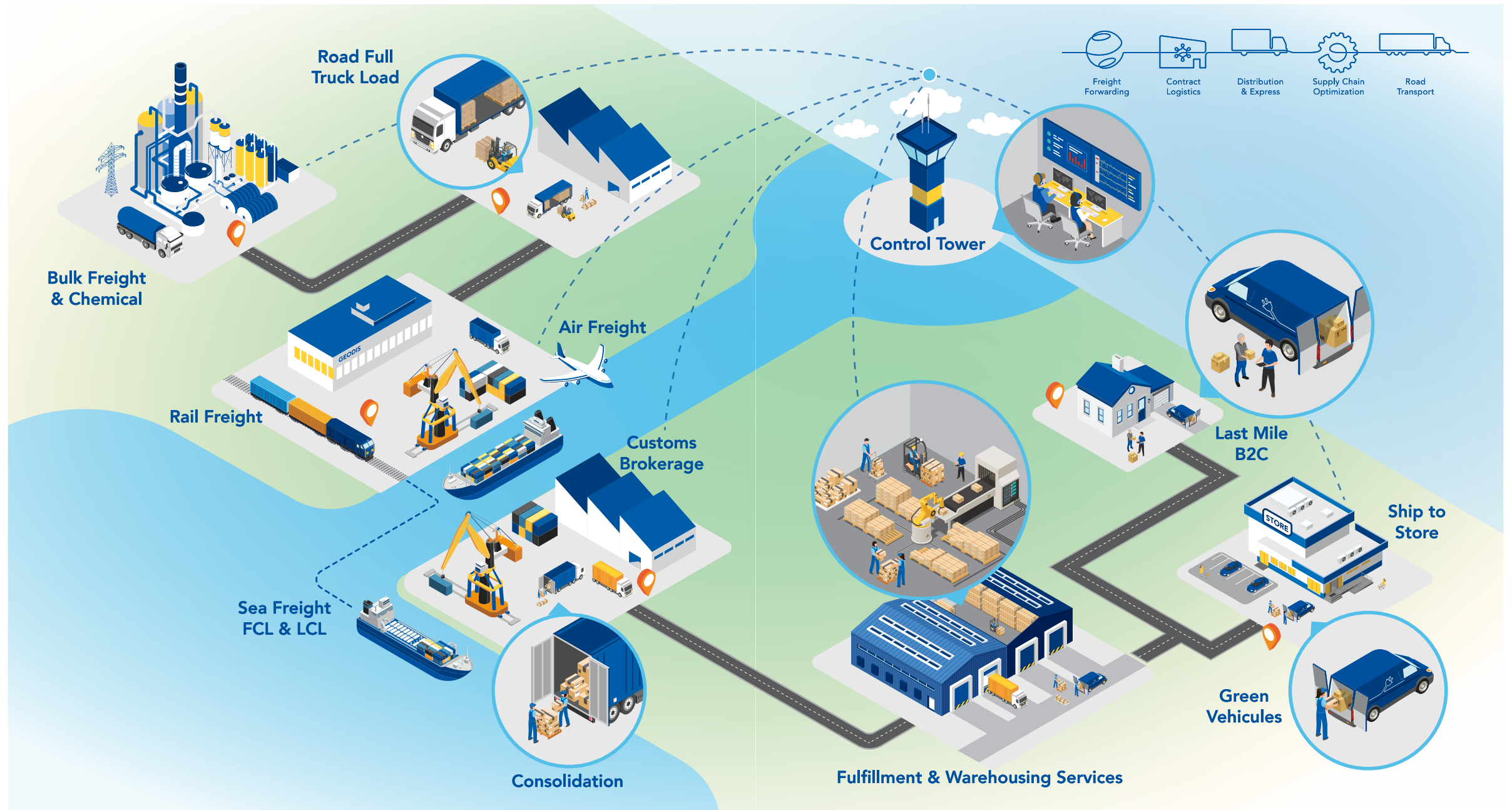


## AEROSPACE AND DEFENSE

GEODIS's offerings for the Aviation, Space and Defense sectors tackle the specific challenges of each stakeholder, from manufacturer to after-sales service. The Group use its knowledge of its Aerospace and Defense customers to create new methods and tools for optimizing the supply chains.

# Our operating model

GEODIS delivers end-to-end solutions to support its customers in overcoming logistical constraints through a full range of services.



## DEVELOPING OUR GEOGRAPHICAL PRESENCE

## Northern and Central Europe, a focus area of our strategic plan

As the world emerges from the Covid-19 crisis, GEODIS continues to support its customers' development in key regions like North America, high-growth Asian countries and in Northern and Central Europe. The latter is located at the crossroads of global trade routes, where the company's strong presence is supported by experienced teams, and is poised for growth.

### A KEY REGION FOR GEODIS' STRATEGY

The North, East and Central Europe region is key to GEODIS' growth strategy. Stretching from Norway to Turkey, a number of the region's countries are among the world's most dynamic economies. These include the Netherlands, which is increasingly a gateway to continental Europe, in the wake of the new trading relationships imposed by Brexit. At the same time, the UK remains an important entryway to the English-speaking world. Germany continues its role as an industrial powerhouse while Turkey and Poland are important growth countries. Across the region, GEODIS has numerous strong customer references, including in Scandinavia, where the company has a dominant footprint.

### COVID-19 REVEALED THE REGION'S AGILITY AND POTENTIAL

The Covid-19 pandemic underlined GEODIS' ability to reinvent itself and to react with agility to find solutions for our customers and stakeholders as new challenges emerged. As air travel evaporated during the first months of the crisis, the company chartered planes and ships to keep products moving while block trains were assembled to serve east-west goods connections. We created new value

propositions that responded to urgent unmet needs for the international transportation of critical supplies, Personal Protective Equipment and vaccines.

The full force of the commitment and customer-centricity of our people was demonstrated in 2020 under extremely adverse conditions as they continued to serve customers facing sometimes existential challenges.

### TWO STRATEGIC MOVES TO REINFORCE THE REGION

All of the Lines of Business are well-represented in countries throughout the region. GEODIS' ambition is to continue to extend our customers' supply chains as far as possible in every geography to provide end-to-end coverage. Our ability to listen, understand and then to assemble the solutions in key verticals chains such as Automotive, FMCG, Retail, Pharma and Healthcare, High Tech and Industrial is a key differentiator and adds value to our customers' supply chains.

To reinforce our position in this region, GEODIS strengthen two strategic moves.

A new partnership concluded between Hellman and Distribution & Express in Germany leverages Hellmann's network to connect with all major German industrial regions. In return, Hellmann gains access to GEODIS' unmatched distribution network for its shipments in France, providing customers with attractive delivery times between both countries. To develop its presence in Poland, the third-largest logistics market in Europe, GEODIS acquired Pekaes, a leading palletized and intermodal network, providing a strong connection to Germany and Western Europe.

## Strategic moves in Germany and Poland

🕒 **GEODIS continues to strengthen its networks in the strategic Central and Eastern Europe region through partnerships and acquisitions. Its partnership with Hellmann expands GEODIS' distribution capacity in Germany. In Poland, the company reinforced its regional presence with the acquisition of PEKAES, a leading LTL network, underlining its determination to make strategic investments to support its growth and development.**

### FRANCE-GERMAN LINK STRENGTHENED

Strengthening the transportation supply of its Distribution & Express line of business to Northern Germany, GEODIS entered into a commercial partnership with Hellmann Worldwide Logistics, a global transportation provider headquartered in Osnabrück, Germany. The partnership builds on an existing agreement between the two companies in the UK. The new partnership, launched in September 2020, covers the road transport of goods between France and Germany, offering customers first-class distribution between the two countries. It enables GEODIS to broaden its German distribution system, particularly in the central and northern part of Germany. GEODIS will be able to leverage the numerous branches of Hellmann's network to connect with all major German industrial regions and offer an average delivery time of 48 hours. As part of the agreement, Hellmann will gain access to GEODIS' unmatched distribution network for its shipments in France. The unique cross-border grid will provide customers with attractive delivery times between both countries. GEODIS Distribution & Express is France's leading express and parcel delivery network with 110 branches, offering a range of distribution solutions, courier services, B2B and B2C delivery solutions, and single or multi-package services ranging from one gram to one ton, as well as charter and pallet transportation services throughout France and Europe.



### GEODIS STRENGTHENS INTERMODAL CAPABILITIES WITH PEKAES ACQUISITION

GEODIS significantly increased its network presence in Poland with the acquisition of PEKAES, a leading LTL (Less-Than-Truckload) and FTL (Full-Truckload) network in Poland, the third largest logistics market in Europe. The acquisition marks a major step forward in the strengthening of GEODIS' presence in the strategic Central Europe region, expanding its operations in Poland and reinforcing its position in the German market, where Poland plays an integral role in the German production chain. PEKAES' multimodal lines also supplement GEODIS' lines in Western Europe, which are currently experiencing strong growth driven by customer demand for transportation with a low environmental impact. Among its assets, PEKAES brings excellent local geographical coverage, a highly professional team and a complementary customer portfolio. The two companies' combined operations provide extensive international opportunities for Polish companies and new capabilities for GEODIS customers in Poland as a result of PEKAES's expertise.

Created in 1958, PEKAES developed one of the leading FTL and LTL networks in Poland for palletized freight, handling all national and international flows for 10,000 active customers. The company also built an intermodal road-rail network and has additional logistics services on six dedicated sites. The acquisition was finalized in January 2021 following regulatory approval. With the acquisition, GEODIS now has nearly 1,500 employees at 29 sites in Poland, including 20 hubs spread across the country.

**“The PEKAES acquisition enables us to develop our palletized freight network and intermodal service offering throughout Europe.”**







# INNOVATING

## Technology and digitalization innovations to support the development of e-commerce

🔗 **GEODIS continues to create value for its customers through its capacity for innovation. From increased efficiency to new digital applications to improved sustainability, our culture of innovation continues to differentiate us from competitors and drive our performance higher.**

### SUPPORTING OUR INNOVATION CULTURE

We continue to work closely with customers to improve quality, real-time and end-to-end visibility, and the interconnectivity between our systems. Progress ranges from highly visible developments such as new robotics applications to less spectacular but equally important breakthroughs in areas such as

data use. The contributions from innovation are visible in both the added value delivered to our customers and the increased business we do with them. Internally, there is an increasing maturity in our approach to innovation, one of our values that has become fully part of our culture. We see this in the higher value applications that are developed and submitted in our innovation contest and the increased resources dedicated to innovation by our business entities. There is a clear, shared view of the added value that innovation brings to our customers and, thus, to ourselves. As a result, our teams are more customer-focused than ever.

### NEW SOLUTIONS SPURRED BY THE CRISIS

One effect was an acceleration in e-commerce. Many customers faced survival issues due to the disruption and needed immediate logistics solutions.

This often meant shifting to e-commerce, an area where we have been a pioneer, enabling us to support their rapid conversion. In addition to automation and mechanization, it also means extracting value from data, whether by improving market forecasting or, at a local level, advising a customer on how to set up a new warehouse. The crisis also led to solutions to new needs such as our crowd-sourced GEODIS Zipline app, which accesses the gig economy for city parcel delivery to fill a capacity gap left by traditional carriers.

### PROGRESS THROUGH ENVIRONMENTAL INNOVATION

One is the eco-design approach for our logistics services, opening to a future life-cycle analysis of our buildings. Another is our big push on biofuels, particularly for heavy duty vehicles. We also continued to develop packaging solutions with our customers that reduce waste by fitting the size of the packaging more closely to the product and using “green” materials that can be reused or recycled, as we did for one of our major luxury brand clients in 2020.



### GOODS-TO-PERSON ROBOTICS BOOSTS EFFICIENCY

Improved safety, productivity and quality are key benefits of an innovative warehouse robotics program introduced by GEODIS in 2020. The “goods-to-person” system relies on automated guided vehicles to maneuver mobile storage units to and from picking stations, allowing employees to remain stationary instead of walking the warehouse to retrieve needed inventory. Following a successful pilot for a large consumer electronics customer at GEODIS’ Nashville campus in the U.S., the robotics solution is being rolled out to additional clients.

### APP OPTIMIZES LAST MILE DELIVERIES

Through the mobile real-time tracking and routing capabilities of its new GEODIS Zipline app, GEODIS is offering customers improved service for last mile omni-channel e-commerce deliveries in urban settings. The cloud-based software app provides GEODIS’ City Delivery operators with live GPS visibility of driver activity, enabling optimized routing for drivers and the sharing of real time SMS notifications to customers on delivery status, proof of delivery, signature and photo verification. The combination of GEODIS Zipline and the City Delivery offering extends GEODIS’ E2E Supply Chain management capabilities into the e-commerce last mile, which has boomed in recent years.

### ECO-DESIGNING IMPROVED SUSTAINABILITY

To help customers respond to climate emergency and environmental challenges, GEODIS offers an eco-design approach of its logistics solutions. Eco-design is a process for the development of goods or services that takes into account all of the environmental impacts at the different stages of the product’s life cycle. The systematic approach enables GEODIS to offer optimization and CO<sub>2</sub> avoidance solutions to all customers, depending on their specifications, beginning with the tender stage. Within GEODIS, the WEMEA region is the first group of logistics companies to earn in 2021 the formal label “AFAQ Eco-Conception – Committed company” for the tangible action-based method.

# Leading the market for e-commerce services

Throughout the year, **GEODIS confirmed its position as an industry leader, delivering highly-rated services to customers to respond to their logistical needs. With its capacity for innovation, GEODIS also continued to push the envelope in areas like e-commerce, helping customers to overcome constraints and adapt to a rapidly evolving marketplace.**

## GARTNER NAMES GEODIS A GLOBAL 3PL LEADER

In June 2020, GEODIS was recognized as a global leader for third-party logistics worldwide in the Gartner Magic Quadrant. The rating by Gartner, a leading research and advisory company, is based on an assessment of a supplier's ability to execute and the completeness of its vision. Gartner said that leading providers have extensive service offerings and infrastructure available across an expansive global footprint. Other characteristics of leaders, according to Gartner, include well-structured strategies and business models that enable them to continuously expand their capabilities, regional coverage and industry specialization. An additional quality is the company's ability to offer services for different customer segments. "This recognition illustrates the spirit of success that we have in GEODIS and the great logistics we aim to deliver every day," commented Marie-Christine Lombard.

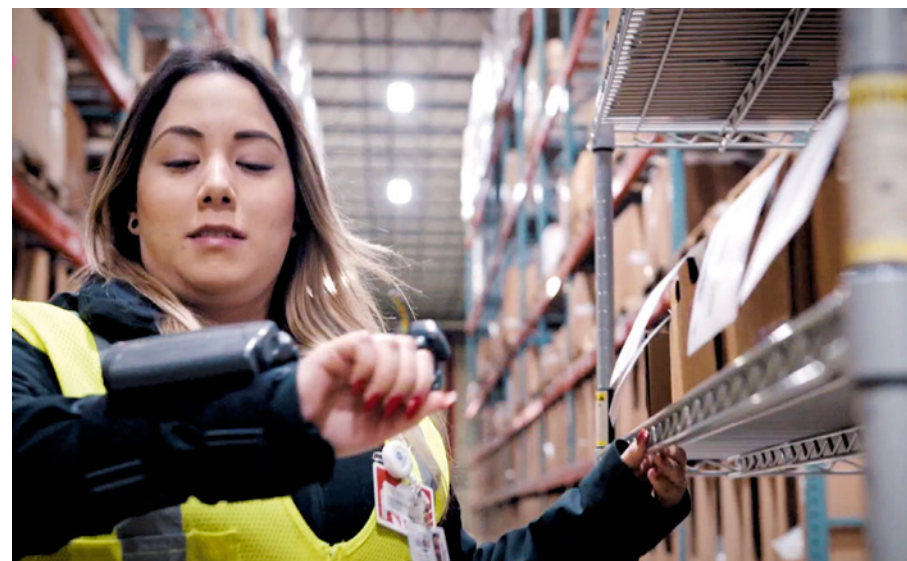


"Most brands are still struggling to achieve profitable growth and to provide a personalized customer experience via the e-commerce channel. Our scalable solution allows us to quickly and easily connect brands' e-commerce protocols to our warehouse (e-Fulfillment) and transportation networks."

**ASHWANI NATH,**  
GEODIS VICE PRESIDENT & GLOBAL HEAD OF E-CHANNEL SOLUTIONS.

## LAUNCH OF GEODIS MYPARCEL

Also introduced in 2020 was GEODIS MyParcel, a direct-to-customer intercontinental delivery service with guaranteed delivery times within 4 to 6 days at a lower cost. The new B2C delivery service from the U.S. to 27 European countries offers companies a simple, innovative way to launch or increase their e-commerce sales on a global scale. For the consumer, it means a premium service with reliable delivery at a completely transparent and affordable price. MyParcel includes validation of delivery addresses and merchandise HS codes, a tax and customs duty calculator displayed throughout the payment process and an option to reschedule delivery, and shipment tracking at all key stages. The initial U.S.-Europe service will be progressively expanded globally.



**90%**

of GEODIS customers are satisfied with the services and solutions offered.

Source:  
Ipsos/GEODIS - Customer Survey 2020.

## GROWING ONLINE SALES WITH GEODIS E-LOGISTICS

With the launch of GEODIS e-Logistics in June 2020, the company unveiled its offer of end-to-end logistics support to help brands deliver the same experience for customers online as in-store. The new offering responds to the accelerated growth in e-commerce activity spurred by the global health crisis, along with the challenge faced by many brands of achieving profitable growth through the e-commerce channel while delivering a personalized customer experience. Through GEODIS e-Logistics, brands are able to solve the challenge of locating the available product closest to the consumer, while optimizing the "time-cost" factor. To provide the enhanced service, GEODIS relies on its worldwide network of warehouses and transportation services and a new digital platform that provides a real-time overview of all available inventory, in-store, in warehouse or in transit, worldwide.



## GEODIS research supports leading brands in their e-commerce development

With the Covid-19 crisis accelerating the global shift to online sales, GEODIS partnered with Accenture Interactive to help customers identify the key challenges needing to be overcome for a successful transition.

A study released by GEODIS and Accenture Interactive confirms the continued shift by many of the world's leading brands toward e-commerce and identifies the major challenges confronting them. The study found that among 200 major consumer brand companies surveyed in Europe and the U.S., few excel at the key logistics capabilities required to build and maintain successful e-commerce operations.

GEODIS undertook the study with Accenture to help companies seeking to expand their e-commerce presence

to better understand emerging trends and the actions required to overcome the challenges they face. As a leader in the development of e-commerce solutions, GEODIS works closely with customers to create solutions to achieve their objectives.

The study confirmed the continued acceleration of e-commerce during the pandemic, with online sales increasing from 34% to 65%. While 64% of the companies indicate their intention to increase sales from their own e-commerce channels to reduce their dependence on marketplaces, 52% of companies say their e-commerce potential is limited by their logistical capabilities, including a lack of real-time visibility.

The market feedback confirms areas of opportunity for GEODIS to help customers seeking to increase their online sales, such as developing omnichannel logistics strategies and improving the delivery aspects of the customer experience.

**52%**  
of brands saying logistical capabilities limits their e-commerce potential.

**200**  
companies surveyed with sales revenues between \$100 million and \$20 billion.

**"Brands are aware that improving their omnichannel logistics capabilities is essential to increasing online sales."**

SOHEL AZIZ,  
MANAGING DIRECTOR,  
ACCENTURE INTERACTIVE.

## Shifting to direct sales: A 'Keep Rising' story

As the pandemic spurred demand for a customer's pet products and accelerated a dramatic shift in its business model toward selling directly to consumers, GEODIS teams stepped in to adapt logistical processes, expand capacities and control costs.

Even before the Covid-19 crisis, the pet business had been growing strongly. With the increase in pet ownership by consumers during lockdown, the demand for associated products has exploded. A GEODIS customer that is focused on pet nutrition saw its business doubling in an 18-month period and is expected to triple over the next three years. In addition, with consumers ordering online as a result of the pandemic, the customer needed to move rapidly from B2B to B2C sales, requiring major logistical changes.

GEODIS' engineering and technology teams went to work to convert the customer's product shipping processes from large single deliveries to huge numbers of small individual e-commerce orders. In addition to increasing capacity, the solution needed to control the costs of labor and new equipment.

### SPEEDING PROCESSES, REDUCING WASTE

Among the technologies implemented were automated carton erectors, which increased the number of cartons that can be assembled each hour from 180 to 500.

GEODIS also installed conveyor systems and robotics to allow goods to be brought to the staff member, significantly reducing traffic and increasing productivity by controlling the pace by which the packages are sent to the team members. Automated dunnage systems now provide an exact amount of packing material while overhead scanners provide consistent tracking.

An additional benefit is the new system's improved sustainability by optimally sizing shipment cartons and reducing packaging waste through technologies such as automated taping. As its customer's logistics partner, GEODIS is looking ahead at additional improvements such as eliminating plastics and custom-sizing cartons to match every order. Other opportunities going forward include implementation of an order management system and establishing a risk mitigation and response process to handle events such as supply imbalances.



**2.6 million**  
parcels shipped for GEODIS customers in 2020.

**5.8 million**  
orders expected to be handled in 2024.

**25%**  
approximate cost/unit savings achieved with new automated processes.



**BEING INVESTED  
FOR ALL OUR STAKEHOLDER**

## Developing solutions by collaboration

While climate risk grows as a concern for all stakeholders, the impact of logistics disruptions on the global economy during the pandemic focused new attention on the urgency of improving supply chain resilience and sustainability.

The health crisis further underlined the importance of modern and efficient supply chains to the economic functioning of companies and communities, but also the need to address certain frailties. Prior to the pandemic, features like just-in-time principles with extra-low inventories and globalized value chains have enabled cost savings on products. However, as transport became blocked during the

crisis, some of the vulnerabilities that this created became apparent: the absence of buffer inventories and the non-availability of components sourced from the other side of the world, leading to production line disruptions.

### FINDING SOLUTIONS

Throughout 2020, GEODIS worked with governments and customers to implement immediate solutions to the constraints encountered, chartering planes and ships, putting in place containment measures from the very start and protecting employees and stakeholders to ensure operational continuity. Longer term, GEODIS is working on sustainable solutions to reduce the risk of disruption to the supply chains that are essential to modern economic life.

**23%**  
of global CO<sub>2</sub> emissions come from the transport of goods and passengers.

**8,258 Mt**  
CO<sub>2</sub> in 2018: global CO<sub>2</sub> emissions linked to the transport of goods and passengers.

Source: International Energy Agency.

## Rapid changes for an economic linchpin



**ERIC BALLOT**  
PROFESSOR AND RESEARCHER AT MINES-PARISTECH – PSL

### HOW SHOULD WE VIEW THE CONTRIBUTION OF SUPPLY CHAINS TO THE MODERN ECONOMY?

The supply chain is the silent engine that powers the modern economy and it is growing in size and importance. The amount of goods being delivered to us is increasing significantly through e-commerce, which is also bringing these goods closer to us. This is moving us from a system of mass distribution to a fragmentation of flows in which deliveries and logistics operations are multiplying. This has been happening for a while. In France, the median shipment weight was 160 kg in 1998; by 2004, it had shrunk to 30 kg and this trend has continued to reach around 4-5 kg today.

### WHAT ARE THE IMPLICATIONS FOR THE INDUSTRY?

More shipments mean more trucks and vans on the road, with corresponding external impacts on congestion and sustainability. These considerations – higher demand, environmental impacts, city restrictions – are driving change in supply chain networks and the industry overall. In order to evolve to meet these challenges, logistics companies will need to be agile, responsive and innovative. IT will play a crucial role in providing the tools and platforms that will enable different companies to mix and match capabilities to meet the demands for a more dynamic and efficient market – and the expectations of stakeholders.

**“The crisis underlined the resilience of the supply chain as we coped with challenges, but at a high price.”**

### CAN YOU GIVE AN EXAMPLE OF THE KINDS OF CHANGES THAT ARE NEEDED?

We need to find new ways to consolidate flows to mitigate the impacts on the environment from fragmentation up to the consumer. Transporting large shipments via ships and trains is infinitely more efficient and sustainable than carrying 4-5 kg of goods for an individual order in a 1-ton vehicle.

### WHAT ARE SOME OF THE LESSONS FROM THE PANDEMIC?

Although we stopped traveling as people, there is no way to stop the movement of goods. The crisis underlined the resilience of the supply chain as we coped with challenges, but at a high price. It also increased awareness of our global interdependence and our vulnerabilities, such as we saw with the early shortages of masks and medicines. At a country level, the strategic importance of the supply chain was driven home, as well as the need to increase its robustness and sustainability. It's clear the sector will continue to see dramatic and rapid change.

Anchored in its ongoing 20-year commitment to meeting stakeholder expectations, GEODIS continues to work to improve its performance on environmental and social issues. A focus that encompasses helping customers improve their sustainability, ensuring the health and safety of employees, acting responsibly and protecting the planet.

# BUILDING A MORE SUSTAINABLE FUTURE



# SHAPING A GLOBAL CSR STRATEGY

| 40 |



## Living up to our commitments



**CÉCILE BRAY,**  
CSR DIRECTOR

### HOW DOES GEODIS TRACK ITS CSR PROGRESS?

We use both internal and external means. Externally, the auditor EY conducts an independent review of the reporting process for selected indicators. Internally, we monitor and report on more than 200 social and environmental indicators at each site and region using a distributed reporting tool. These indicators range from training and gender equality in the social sphere to energy consumption, CO<sub>2</sub> emissions and recycling rates for environmental indicators. Established in 2008, these metrics have become fully integrated into our information systems. They are reported on a monthly or annual basis and reviewed by the relevant function, such as Human Resources or the EHS<sup>(1)</sup> department. Accident rates are reviewed each month by the

GEODIS Executive Committee. A number of these indicators are included in our annual report (see pages 56 to 63).

### WHAT ENVIRONMENTAL PRIORITIES DID YOU FOCUS ON IN 2020?

We continued to progress toward our commitments to optimize resource use and reduce greenhouse gas emissions through our OXYGEN Program. Actions included creating a cross-functional team to share knowledge on new motorizations and alternative energies. Our new multi-modal hub at Dourges is an example of our commitment to develop modal shift to reduce emissions. We also initiated our carbon offsetting initiative to further contribute to the fight against climate change. In Indonesia, for example,

we are supporting efforts to preserve forests as a means of offsetting greenhouse gas emissions.

### HOW THE COVID-19 CRISIS AFFECT YOUR PROGRESS?

The crisis has delayed some projects but also intensified determination of our management and our teams to keep making progress on our commitments. We are meeting more than ever with our customers to see how we can help them reduce their carbon footprints, while the expectations on the part of our stakeholders for more progress on sustainable transportation have only become sharper. Institutions, particularly government agencies, are increasingly focused on both the environmental and economic impacts of greenhouse gas emissions and are working with us to push for greater reductions from the transportation sector. Internally, we introduced an environmental impact awareness program in 2020 to enable our employees to take an even more active role in implementing solutions with our customers.

### AND THE SOCIAL AND SOCIETAL SPHERE?

We were intensely focused on the health and well-being of our employees as a result of the Covid-19 pandemic. In addition to the protective measures put in place at the onset of the crisis, GEODIS implemented a detailed “post-lockdown return to work plan” to ensure that all necessary protective measures were applied. In our engagement survey, 92% of employees agree that GEODIS has taken appropriate action in response to the health crisis. Our efforts to provide support to the communities in which we operate

**“We are meeting more than ever with our customers to see how we can help them reduce their carbon footprint.”**

## OXYGEN

Our CO<sub>2</sub> reduction strategy is based on the Oxygen program, which has three parts: Measure, Solutions and Advocacy. Measure is about constantly improving the quality, consistency and comprehensiveness of our CO<sub>2</sub> equivalent emissions, in all scopes. This relies on the use of the latest calculation tools, methodologies and reference data, developed in cooperation with and approved by the scientific community. One example of the current challenges is the accurate accounting of emissions for e-commerce delivery to the end-customer.

Solutions describes our efforts with all equipment providers and energy suppliers to develop low-emission modes of transportation on a large scale and at an affordable cost. These include rail services, the use of renewable hydrogen in fuel cell vehicles and biofuels for road vehicles, vessels and aircraft.

Finally, Advocacy reminds us that fighting climate change cannot be handled solely at a company level. It needs close cooperation among all stakeholders – academics, supply chain partners, NGOs and lawmakers – to agree on the best solutions and foster their quick implementation.

continued throughout the year. We also took additional steps to support our own employees facing difficulties related to the crisis, creating a European solidarity fund in addition to the existing American solidarity fund. Some sites went even further, establishing food distribution programs to help families facing food insecurity. These actions reflect our commitment to ensuring the collective well-being of all of us.

(1) EHS : Environmental Health and Safety

| 41 |

## Ongoing improvement in CSR performance

🕒 **Building on its strong foundations, GEODIS has extended its CSR commitments throughout its operations and ecosystem.**

**2020**

- Creation of the European Solidarity Fund
- Member of European Clean Trucking Alliance (ECTA)
- Highest CDP score ever achieved

**2019** Highest Ecovadis score ever achieved

**2018** Ambition of 30% reduction of our greenhouse gas emissions by 2030

**2016** Launch of a Supplier Code of Conduct and a 3rd-party due diligence procedure

**2014** Creation of the Ethics & Compliance Department

**2013** Creation of the GEODIS Women's Network

**2010** First Global Carbon Footprint

**2009** First CSR Report

**2003** Member of the UN Global Compact

**1990** First environmental certification



## Integrating CSR into daily operations



**CORALIE GUGLIEMMETTI**  
BUSINESS EXCELLENCE DIRECTOR, ROAD TRANSPORT



CSR offers a formidable toolbox that allows us to identify and respond effectively to each customer's concerns. Customers expect us to play an advisory role in areas such as optimizing their flows, vehicle types, alternative energy options, modal shifts, etc., as well as providing reliable information like calculating emissions from their flows. The significant progress we have made in our ability to reduce energy consumption and emissions from our truck fleets is a major benefit for all customers. We implement solutions adapted to our customer's environmental ambitions, taking into account the specific nature and constraints of their activities and flows. These actions, already in place, will lead to an improvement of our environmental

performance by up to 6% according to modeling calculations recently shared with ADEME, the French Agency for Ecological Transition. We are also working on new alternative technologies, for example preparing to transition some of our vehicles at the port of Marseilles, France, to hydrogen power. Our CSR activities also encompass operational safety, an absolute priority for both GEODIS and our customers. This is reflected in a variety of ways: from ensuring the security of hazardous shipments to proposing new packaging to a customer to better secure their shipments in our trucks, and a safety poster campaign on the rear doors of our trailers to remind road users to watch out for the "men in yellow" who maintain the highway.



**CÉLINE CHATELAIN**  
BUSINESS EXCELLENCE DIRECTOR, CONTRACT LOGISTICS – WEMEA



By entrusting us with their logistics and transportation, customers rely on our supply chain expertise to provide solutions that allow them to grow while reducing their environmental footprint. For example, customers are increasingly asking us to find solutions to reduce energy consumption, decarbonize and minimize waste throughout the logistics chain. This is often a key factor in calls for tenders. In the Contract Logistics business, our solutions are now

eco-designed and integrate carbon avoidance proposals on buildings, equipment, waste and transport flow optimization to reduce customers' CO<sub>2</sub> emissions throughout the duration of contracts. The Covid-19 crisis has shown that we need to go even further through the use of eco-socio designs that enable us to reduce our environmental footprint, invest in our employees and strengthen our links with our suppliers and subcontractors.



## Leading by example

🕒 **Across a range of activities, GEODIS continued its efforts to decarbonize its operations and encourage industry progress toward sustainable transport.**

GEODIS believes that a company can only be fully successful if it operates sustainably. When it comes to the environment, this means operating in a way that minimizes our carbon footprint and contributes to the fight against the existential threat of climate change. It also include other contributors to the environmental footprint such as reducing energy consumption, pollutants, and waste management. In the way GEODIS operates its business, two dimensions need to be kept in mind. The first one is that our emissions are directly related to the volumes and mode choices of our customers. The second is that nearly all emissions are categorized as Scope 3, for which GEODIS depends on the actions of its suppliers and subcontractors to improve the carbon efficiency of their transport.

For customers, GEODIS provides information on the environmental consequences of different transport choices through detailed reporting and on all of the relevant potential solutions to help them make an informed choice. On the supplier side, GEODIS partners with truck manufacturers to help them design the most suitable equipment. The company also works closely with alternative energy suppliers who can provide sufficient quantities of green electricity, bio-fuels, bio-gas and renewable hydrogen in the right locations, at an affordable price and compliant with regulations and greenhouse gas accounting rules. GEODIS also is working with subcontractors to consolidate demand for trucks and vans that produce economies of scale in order to help its business partners invest in more environmentally-friendly vehicles.

**90/100**  
rating received from EcoVadis for environmental performance.

**30%**  
reduction in CO<sub>2</sub> emissions targeted by GEODIS for 2030.

**35,000 m<sup>2</sup>**  
surface area of the Dourges multi-modal rail hub.

## Driving progress through action

🕒 **In the fight against climate change, GEODIS is working to reduce its own emissions and to support partners and customers in improving their performance. These efforts have been recognized by governmental and independent organizations.**

### INFORMING GREENER CHOICES

The online emissions calculator, freely available on the GEODIS website, performs calculations that take into account the goods being shipped, their origin, destination and mode of transportation before providing a quantitative evaluation of the shipment's greenhouse gas and air pollutant emissions. It has been developed in partnership with EcoTransIT World, whose methodology is accredited by the Smart Freight Centre's Global Logistics Emission Council (GLEC) framework.

### NEW CUSTOMER RAIL-ROAD PLATFORM

The new multimodal site in Dourges, France, increases the operational capacities of GEODIS rail services between the north and south of France and provides loading capacity equivalent to 100 full trucks on the road, for a reduction of up to 75% in greenhouse gas emissions. The company is also studying the opening of other rail offerings, including to Eastern Europe.

### CLEANER FUEL FOR TRUCKS

B100 is an advanced biofuel available in France which does not compete directly with food production. It reduces greenhouse gas emissions by around 60% (source : ADEME). Produced from rapeseed oil, B100 meets the sustainability standards of European directives and can be used in captive diesel truck fleets.

### CLIMATE MITIGATION EFFORTS RECOGNIZED

GEODIS was recognized as a "Leader" on the environment by CDP (formerly known as the Carbon Disclosure Project). GEODIS earned an "A -" rating for 2019 for its environmental management work to reduce its greenhouse gas emissions. The rating is based on an assessment of practical measures undertaken by companies, such as reporting processes or greenhouse gas emission reduction programs. Only 14% of companies assessed by CDP from around the world have been rated "A -" or higher.

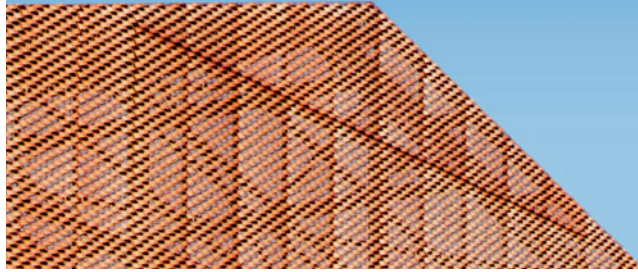


### 7TH CONSECUTIVE ECOVADIS GOLD MEDAL

GEODIS was awarded its 7th consecutive Gold Medal from the independent Corporate Social Responsibility performance ratings agency EcoVadis. The honor recognizes GEODIS' commitment to CSR, reflected in its overall rating of 68/100, which is among the highest scores of the 20,000 companies audited across all sectors. In its rating, EcoVadis cited the "exceptional policy" of GEODIS with regard to the environment.



# DECARBONIZING TOGETHER



## Encouraging industry progress

Recognizing the need for the transportation and logistics sector to do more to combat climate change, GEODIS actively works with key industry stakeholders to lower greenhouse gas emissions throughout its industry sector.

We know that we need to act, but that we cannot act alone: we need to act with our ecosystem and with our stakeholders. We need to understand from our suppliers and customers what are their targets and what they are looking for. We need to collaborate with scientists and NGOs in support of research. We need to raise awareness of the challenges and levers of action. GEODIS has been committed for many years to advancing industry initiatives. The company is collaborating in programs such as SmartWay in the U.S., Canada and Mexico, Clean Cargo, the sustainable Airfreight Alliance, the Smart Freight center, EcoTransIT World, and

technology innovation platforms in Europe (ALICE – Alliance for Logistics Innovation through Collaboration in Europe – and Movin’On Open Lab). GEODIS was one of the first companies to support ADEME’s EVCOM program in 2019, with validation following in 2020. In helping to launch the European Clean Trucking Alliance (ECTA) in 2020, GEODIS continues to play a leading role in pushing for the decarbonization of road freight transport. ECTA advocates for a shift to zero-emissions trucks by the European Union in order to meet the ambitious emission targets of the proposed EU Climate Law by 2030 and achieve a carbon-neutral Europe by 2050. In 2020, for example, GEODIS contributed expertise to the development of a new ISO 14083 standard to better account for greenhouse gas emissions in the freight and transport sector.

## Driving greener progress

In addition to its efforts to reduce its own greenhouse gas emissions, GEODIS collaborates with peers to advocate for systemic changes that would accelerate the energy transition of the industry.



### ENVIRONMENTAL ACTION PLAN VALIDATED

The French Agency for Ecological Transition (ADEME), provided validation for GEODIS’ road transport action plan to continuously improve environmental performance. The program includes training drivers on environmental and safety considerations and an approach that extends to GEODIS partners, transportation subcontractors and customers, highlighting options such as multi-modal solutions and alternative energy sources.

### COLLABORATING ON LOW-CARBON PATHWAYS

ACT is a voluntary initiative of the UNFCCC secretariat’s Global Climate Agenda for corporate climate accountability. It develops sectoral methodologies as an accountability framework to support companies with delivering low carbon transition strategies and actions aligned with the Paris Agreement mitigation goal. An ACT assessment provides companies with a feedback report outlining best practice and opportunities for improvement and a rating to track progress. ADEME and CDP co-founded the initiative in 2015 at COP21. GEODIS contributed in 2020 to develop the methodology for the transportation sector.

### ADVANCING ROAD FREIGHT DECARBONIZATION

GEODIS’ involvement in the formation of the European Clean Trucking Alliance (ECTA), alongside 20 other leading European businesses and organizations, reflects its view that collaboration with other entities in the transportation sector is essential to meeting the challenges of climate change. GEODIS supports ECTA’s calls for policies that accelerate the transition to a decarbonized road freight transportation sector through the deployment of low-emission vehicles and energy infrastructure, and an approach that is fair to the whole market.



**SUPPORTING  
OUR EMPLOYEES  
AND HELPING  
THEM DEVELOP**

**Protecting, preparing and engaging  
our teams**



**MARIO CECCON**  
GROUP HUMAN RESOURCES EVP

**HOW DID THE COVID-19 CRISIS IMPACT HR?**

We had to rethink and adjust our programs when working from home became mandatory for everyone in March. We needed to consider the impacts on health and safety, employee engagement, measuring performance, training, creating interactions, fostering a sense of belonging...in short, every aspect of managing human resources. Our strong existing network and remote tools enabled us to make the shift quickly and we increased the pace of communications including newsletters, webinars with healthcare professionals, online meetings and setting up a hotline to respond to employee questions. We also provided our teams with a lot of information as they prepared to return to sites and offices in May and have continued to do so into 2021.

**WHAT PROGRESS DID YOU MAKE ON DIVERSITY?**

The 2020 GEODIS Women's Network summit in December was a fitting capstone to the advances in gender diversity we made during the year. In addition to celebrating International Women's Day at sites and regions around the world in March, we extended our policy of providing paid maternity leave to 8 weeks to all countries where we operate. New commitments include a goal to increase the number of women in managerial positions to 25% by 2023 and a global audit of our gender equality standards to earn GEEIS\* designation. In addition, we continue to emphasize our commitment to welcoming people with disabilities in our workplaces and are putting renewed emphasis on this in 2021.

**WHAT WAS YOUR FOCUS IN TRAINING AND DEVELOPMENT?**

In 2020, we continued to invest in our people, a pillar of our employee value proposition. Due to the Covid-19 situation, we needed to convert and adapt the majority of our training programs into digital. How to better integrate remote working methods, how to manage and support teams and individuals, how to keep our people healthy and safe, how to deal with uncertainty and remain resilient ... these topics were amongst our top priorities. Thousands of initiatives were carried out, globally and locally throughout the world, demonstrating the strong commitment of GEODIS toward our employees, consistent with our Golden Rule to "Recruit, develop and retain quality people."

**WHAT ARE THE HIGHLIGHTS OF THE ANNUAL EMPLOYEE SATISFACTION SURVEY?**

First, I should note that despite the pandemic, we continue to have a very high participation rate at 76%, which includes for employees who participate through shared computer kiosks or by completing printed surveys. Our overall satisfaction rate is very high at 84%, compared with the external benchmark of 72%. Moreover, a very high level of respondents – 92% – said they feel confident regarding GEODIS' commitment to ensuring a safe work environment, which was a real endorsement of the work we had done to protect health and safety as Covid-19 arrived.

\*GEEIS: Gender Equality European & International Standard

# Putting people first



## TAKING TRAINING ONLINE

Among the effects of the Covid-19 crisis was an acceleration of the migration of training programs to digital formats. As in-person training for large numbers of employees on mission-critical topics is not always practical or cost-effective, GEODIS has deployed several e-learning platforms, including G-Campus and Ultipro. These and other resources ensure the availability of courses in multiple languages to employees from throughout the world and representing a wide diversity of different cultural backgrounds. This reflects the company's commitment

to providing a wide array of training opportunities for employees, from mandatory courses for certain occupations to specific programs to satisfy regulatory compliance requirements. Mandatory areas covered include tools, new technologies and specific regulatory compliance topics such as customs procedures. Other offerings include courses on finance, well-being and health, language learning and soft skills such as negotiating and public speaking. The learning platforms are designed with easy-to-access dashboards, simplifying development program follow-up for employees at all levels.

**70,000**  
hours of e-learning offered.

**28,000**  
e-learners.

**60+**  
online courses offered.

Through its commitments to training, gender equality and supporting employees with disabilities, GEODIS demonstrates the priority it places on providing a workplace that is stimulating, inclusive and fair.

## GEODIS WOMEN'S NETWORK

GEODIS continued to progress in 2020 with its commitment to achieve gender equity and empower women. Among the company's many actions in this area are the setting of action plans to increase the number of women in leadership, collecting gender data to internally measure progress and enabling women to access and be part of all levels of seniority. Actions that ensure advancement toward

these goals include the strong ongoing commitment of senior management, reviews of gender equality in compensation and benefits, adoption of maternity leave (see page 49), auditing to support retention of the GEEIS\* label, manager training, signing of the G20's EMPOWER Alliance pledge, changes in job opening descriptions, a mentoring program, questions in the employee satisfaction survey and guidance to HR and managers in the recruitment guide. Leadership on gender equality and women's empowerment issues is provided by the GEODIS Women's Network, a worldwide network working to promote inclusion, decrease professional gender disparity, enhance work-life balance and encourage women to reach their full potential. In addition, multiple programs in support of gender equality are carried out at the country level.

**38.5%**  
of employees are women.

**16**  
founding members run the global GEODIS Women's Network.

\*GEEIS: Gender Equality European & International Standard

## COMMITMENT FOR DISABILITIES

GEODIS works to promote inclusion of everyone, including employees with disabilities. The company's policy seeks to foster systematic actions, initiatives and good practices that aid in the integration of individuals with disabilities and increase their employability. Reinforcement actions include undertaking awareness and communications initiatives at the local level and collaborations with specialized organizations and facilities, supporting companies and associations. GEODIS' Disability/Inclusion charter serves as a reference document for all employees acting or wishing to act in favor of the integration of people with disabilities. The charter sets out missions and resources that have helped the company



to achieve positive and significant change in the integration of people with disabilities at GEODIS. Also helping to ensure continued progress is a network of Disability Correspondents who help within their local entity in supporting employees overcome physical or mental challenges, raising awareness and participating in communications and activities with external stakeholders.

**3.3%**  
GEODIS FTEs recognized as workers with disabilities in 2020.

**8**  
Disability Correspondents.



# CONTRIBUTING TO OUR COMMUNITIES

## Supporting employees at all times

🕒 In a year of unprecedented challenges for people around the world, the Group provided support to its employees by adopting policies, encouraging mutual aid and through direct contributions to individuals and families facing difficulties.



### FOOD PANTRY IN THE U.S.

At the Indianapolis site in the U.S., a Food Pantry distributes groceries to GEODIS households qualified as “food insecure”. The program recognizes that team members can face different life situations or circumstances and seeks to provide support for where they are in their current life cycle. A “food insecure household” is defined as, at times unable to acquire adequate food for one or more household members because they had insufficient resources for food. In 2020, 20% of households surrounding the site met the criteria for assistance.

### EUROPEAN SOLIDARITY FUND

The creation of a European solidarity fund in April 2020 enables the company to provide support to employees facing significant difficulties. The fund provides aid and relief for employees or their family members who are enduring serious hardship. Examples include employees experiencing financial adversity as a result of a death or major disability, employees with long-term illnesses not covered by healthcare and welfare benefits and employees enduring a major setback in their personal life such as a fire, a car accident or a natural disaster.

## Staying focused on people

🕒 In a year that reinforced more than ever our connections with each other, GEODIS took additional steps to ensure employee safety and well-being.

In a year marred by the pandemic crisis, GEODIS took steps to reinforce its solidarity with its employees, consistent with its values. In consultation with employee representatives, the Group created a European solidarity fund in April to support any company employee facing significant difficulties, matching a similar entity in the U.S. Another initiative sought to provide support to the families of GEODIS employees confronting food insecurity due to insufficient resources. A food pantry on the Indianapolis site in the U.S. distributed

5,000 bags of groceries to food insecure households in 2020. The Group and its employees also continued to act within communities, providing support to people most in need as well as childcare, health and natural disaster response. Examples of employee activities around the world included fundraisers, book drives and toy collections. Donations also were made to local and global philanthropic organizations, especially those focused in supporting people impacted by the Covid-19 crisis. The Group continued its progress in other areas during the year, including the promotion of diversity (see page 51) and reinforcement of its ethical and compliance commitments (see page 54).

**5,000**  
bags of groceries donated to food insecure families at the Indianapolis site.

Since May 28, 2018 we have provided  
**163 Awards**  
totaling  
**\$194,454.**



### TIME-OFF DONATIONS

Using the possibility offered by a French new law implemented by the GEODIS Human Resources department, employees facing challenges in their personal life are gaining additional time to cope through the generous donations of vacation time from colleagues. Employees have the option of donating days to individuals with certain defined family situations. An example of the criteria for receiving time-off donations is being responsible for a child suffering from an illness, a disability or an injury from an accident.



# BEING TRANSPARENT AND COMPLIANT

from our policies are detected, we institute corrective actions to steer employees away from inappropriate behavior and improve performance. Evaluations also are conducted by outside groups like EcoVadis, which this year gave us a high 68/100 score in the area of compliance. The results of these reviews are shared with our Board, the operating regions, our shareholder, the public and the market through reports such as our Activities and CSR Report.

## HOW DID THE UNUSUAL YEAR 2020 AFFECT COMPLIANCE?

All in-person activities were suspended and replaced with a virtual approach. For example, we reinforced our e-learning to replace face-to-face training. In doing so, we were attentive to ensuring that we lost nothing in terms of effectiveness and that we maintained and continued to improve our standards in response to increasingly stringent regulatory requirements.

## ETHICS AND COMPLIANCE NETWORK REINFORCED

To support operational deployment of GEODIS' compliance rules and policies company-wide, a network of correspondents has been appointed to represent each Region and each Line of Business. Correspondents help to promote a culture of compliance, ethics and business integrity and are the main point of contact for answering questions and providing expertise and support to team members.

## SECOND GLOBAL COMPLIANCE WEEK

GEODIS' Global Compliance Week is an opportunity to share new developments with employees and to reaffirm GEODIS' commitment to compliance, reinforced through media such as posters and video messages. In 2020, the top management promoted the new Ethics and Compliance policies that supplement GEODIS' Code of Ethics, which serves as a compass to guide employees in making the best possible decisions in carrying out their responsibilities. Other items shared with employees during the Week included a special message from CEO Marie-Christine Lombard, a practical video on compliance and a quiz.

## UPDATED ETHICS AND COMPLIANCE POLICIES

Several policies were introduced or updated in 2020 as part of GEODIS' Code of Ethics. Modifications to the Code of ethics allow to better address risk scenarios that GEODIS might face. Other areas of focus include whistleblowing, a new Gifts and Invitations Policy and revisions to the Fair Competition and Anti-bribery and Corruption and Influence Peddling policies. Also the Know Your Business Partner Policy (KYBP) which aims at assessing the reputation and integrity of GEODIS' stakeholders was also updated. In addition the Code of Ethics was enhanced to cover new risks such as modern slavery, child labor, forced labor and human trafficking.

## Ensuring compliance, earning trust



**BRUNO BEAUVILLIER**  
GROUP COMPLIANCE DIRECTOR

### CAN YOU CHARACTERIZE GEODIS' APPROACH TO COMPLIANCE?

It's part of our commitment to operating responsibly and one of our Golden Rules. But, the word compliance itself means mandatory. As a result, compliance is often considered a cost to a company in terms of the constraints imposed, the time required, the administrative tasks, sanctions for violations, etc. GEODIS' approach is to transform this obligation into a source of potential added value. We do this by demonstrating to our stakeholders – whether it's our customers, regulatory authorities or society in general – that we are worthy of their trust. Our customers see that we perform with the same level of rigor and know they can have confidence in us. It becomes a source of differentiating competitive advantage for us.

### HOW IS COMPLIANCE ORGANIZED AT GEODIS?

The Ethics & Compliance department oversees the management of risks in four areas: business integrity, customs, ethics and export control. We have contacts in each Line of Business and it is a specific responsibility of our local entity managing directors. The GEODIS Risk Committee is composed of Board members and the CEO. Our policies apply to all employees and sister companies everywhere we operate in the world and are shared with each employee through publications and ongoing training. We also have deployed specific policies to ensure the same level of compliance and integrity among our subcontractors and partners. We monitor performance through surveys, audits and conversations with our teams. Where departures



**“We believe compliance can be a potential source of added value and differentiating competitive advantage.”**

# Tracking our CSR progress

GEODIS measures its performance across a range of actions to fulfill its CSR commitments to cut emissions, decarbonize its operations and reduce its environmental footprint. Selected indicators are reviewed by the auditor EY. Further detail on the methodologies used, including scope, data collection and consolidation, indicators selected and the monitoring and verification processes, are available in the CSR section of geodis.com.

## ELECTRICITY CONSUMPTION OF THE CONTRACT LOGISTICS LINE OF BUSINESS

(in KWh / sqm)

	2020
France	27.79
Europe (outside France)	24.44
USA	29.46

- Excluding sites opened or closed in 2020  
- Excluding sites with no energy and/or surface reported

## EVOLUTION OF GEODIS CO<sub>2</sub>e EMISSIONS BY SOURCE

(in metric tons of CO<sub>2</sub>e – Scopes 1 and 2\* – Worldwide)

	2018**	2019	2020
<b>SCOPE 1</b>			
Emissions from gasoil consumption	157,275	155,261	137,239
Emissions from natural gas consumption from the heating of buildings	28,680	26,674	22,757
Emissions from gas consumption from materials handling vehicles	4,505	7,341	3,593
Emissions from gas consumption from vehicles	2,848	3,503	3,944
<b>Total scope 1</b>	<b>193,308</b>	<b>192,779</b>	<b>167,534</b>
<b>SCOPE 2</b>			
Emissions from consumption of electricity	94,408	92,325	79,732
<b>Total scope 2</b>	<b>94,408</b>	<b>92,325</b>	<b>79,732</b>

\* Scope 1: direct emissions from stationary or mobile sources (gas or fuel)  
Scope 2: indirect emissions associated with electricity production

\*\* Due to the resolution of a reporting mistakes in countries, the GEODIS 2018 data for electricity and natural gas consumption has been revised upwards vs the data published in last year's report along with the revision downwards of gasoil consumption.

## ELECTRICITY CONSUMPTION OF GROUP BUILDINGS

(in GWh - Worldwide)

► 2018  
**243 GWh**

► 2019  
**236 GWh**

► 2020  
**209 GWh**

## TOTAL PRODUCTION OF RENEWABLE ENERGY IN 2020

**197,058 kWh**

## TOTAL PURCHASE OF RENEWABLE ENERGY IN 2020

**11,083 MWh**

**40%**  
of the surfaces  
equipped with LED  
in 2020

## EVOLUTION OF THE GEODIS' VEHICLE FLEET WORLDWILDE

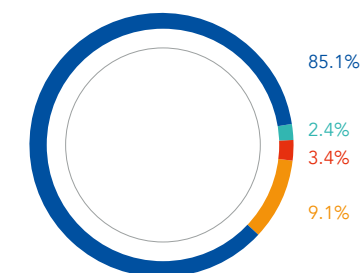
(number of vehicles)

	2018	2019	2020
Euro 0-1-2-3-4	172	131	114
Euro 5	1,221	559	305
Euro 6	2,410	3,014	2,858
Clean vehicles (electric, hybrid and natural gas vehicles)	75	80	80
<b>Total</b>	<b>3,878</b>	<b>3,784</b>	<b>3,357</b>

**3,357**  
Total owned vehicles worldwide at the end of 2020

## MIX OF THE GEODIS' ROAD VEHICLE FLEET WORLDWIDE IN 2020

- Euro 0-1-2-3-4
- Euro 5
- Euro 6
- Clean vehicles (electric, hybrid and natural gas vehicles)



**5.5 pt**  
Evolution of EURO 6 share in the total road vehicle fleet 2020 vs 2019

## ANNUAL WORLDWIDE FUEL CONSUMPTION PER LINE OF BUSINESS

(in million of liters) Correspondence GRI4-EN3

	2018	2019	2020
Contract Logistics	2.8	2.06	0.74
Distribution & Express	25.7	24.92	23.65
Freight Forwarding	0.04	0.13	0.22
Road Transport	33.9	31.71	27.50
<b>Total</b>	<b>62.44</b>	<b>58.82</b>	<b>52.11</b>

**2020 AVERAGE FUEL CONSUMPTION/ 100 KM VS 2019**  
(in GWh - Worldwide)

► Road transport

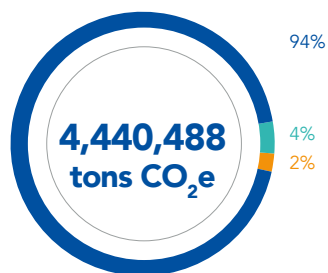
**-3%**

► Distribution & Express

**-1%**

### GEODIS' CO<sub>2</sub>E EMISSIONS BY SCOPE

(in metric tons of CO<sub>2</sub>e - Scopes 1, 2 and 3 - Worldwide - 2019-2020)



	2018	2019	2020
SCOPE 1	193,308	192,778	167,534
SCOPE 2	94,408	92,324	79,732
SCOPE 3	5,058,174	5 020,653	4,193,222
<b>Total</b>	<b>5,345,890</b>	<b>5,305,755</b>	<b>4,440,488</b>

### BREAKDOWN OF GEODIS GHG EMISSIONS - 2020



### EVOLUTION OF GEODIS CO<sub>2</sub>E EMISSIONS

(in metric tons of CO<sub>2</sub>e - Scopes 1 and 2 - Worldwide)  
Correspondence GRI4-EN15

	2018	2019	2020
<b>SCOPE 1</b>			
France	138,611	136,048	121,312
Europe (outside France)	34,451	34,742	29,014
Rest of the world	20,246	21,989	17,207
<b>Total scope 1</b>	<b>193,308</b>	<b>192,779</b>	<b>167,534</b>
<b>SCOPE 2</b>			
France	4,270	3,490	3,083
Europe (outside France)	23,721	26,163	15,960
Rest of the world	66,417	62,672	60,688
<b>Total scope 2</b>	<b>94,408</b>	<b>92,325</b>	<b>79,732</b>

### TONS OF CO<sub>2</sub>E AVOIDED AS A RESULT OF ROAD TO RAIL MODAL SHIFT

► 2018  
**18,904 tons**

► 2019  
**17,026 tons**

► 2020  
**14,689 tons**

### GEODIS CO<sub>2</sub>E EMISSIONS PER LINE OF BUSINESS

(in metric tons of CO<sub>2</sub>e - Scopes 1, 2 and 3 - Worldwide - 2019-2020)

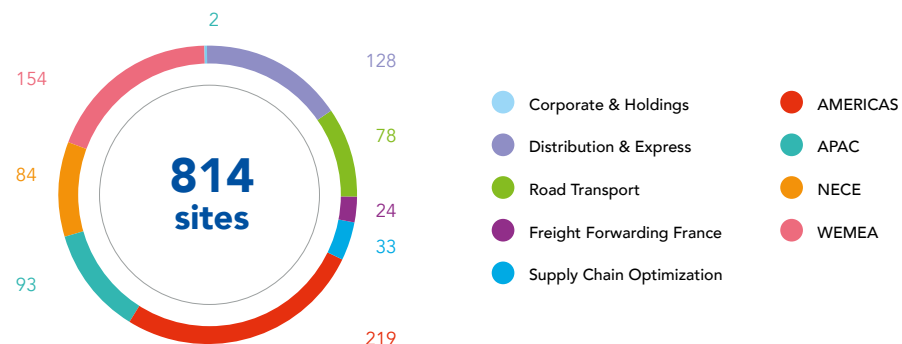
	2018	2019	2020
<b>SCOPE 1</b>			
Corporate & Holdings	-	263	158
Distribution & Express	68,385	67,869	62,882
Road Transport	89,132	85,566	74,604
Freight Forwarding	734	3,222	2,651
Supply Chain Optimization	-	75	37
Contract Logistics	14,974	14,524	11,352
Contract Logistics US	20,083	2,126	15,849
<b>Total scope 1</b>	<b>193,308</b>	<b>192,779</b>	<b>167,534</b>
<b>SCOPE 2</b>			
Corporate & Holdings	53	147	44
Distribution & Express	2,938	2,566	1,751
Road Transport	8,803	10,059	1,371
Freight Forwarding	11,537	11,085	10,175
Supply Chain Optimization	585	547	619
Contract Logistics	18,583	18,970	18,422
Contract Logistics US	51,910	48,951	47,350
<b>Total scope 2</b>	<b>94,408</b>	<b>92,325</b>	<b>79,732</b>
<b>SCOPE 3</b>			
Subcontracted air transport	2,350,099	2,134,781	1,623,524
Subcontracted rail transport	45,290	56,713	71,254
Subcontracted ocean transport	1,268,459	1,372,246	1,148,399
Subcontracted road transport	1,313,338	1,378,005	1,291,096
Others	66,877	78,906	58,950
<b>Total scope 3</b>	<b>5,044,063</b>	<b>5,020,653</b>	<b>4,193,222</b>

**SCOPE 1:** direct emissions from stationary or mobile sources (gas or fuel).  
**SCOPE 2:** indirect emissions associated with electricity production.  
**SCOPE 3:** all indirect emissions (not included in scope 1 and 2) that occur in the value chain.

**66%**  
Estimated share of non-hazardous waste generated by GEODIS activity and recovered in 2020 (worldwide)

**100,269 tons**  
Non hazardous waste produced (in tons - Worldwide)

### TOTAL GEODIS SITES – 2020



### EVOLUTION OF GEODIS' SITES CERTIFICATIONS

Correspondence GRI4-EN3

	2018	2019	2020
<b>Total number of sites</b>	<b>830</b>	<b>841</b>	<b>814</b>
ISO 9001 certified	573	565	537
ISO 14001 certified	297	296	303
ISO 45001 certified	248	234	236

**TRIPLE QSE CERTIFICATION**  
(total number of sites)

► 2019  
**220 sites**  
**26%**

► 2020  
**232 sites**  
**28%**

### 2020 CERTIFICATIONS

(number of certified sites)

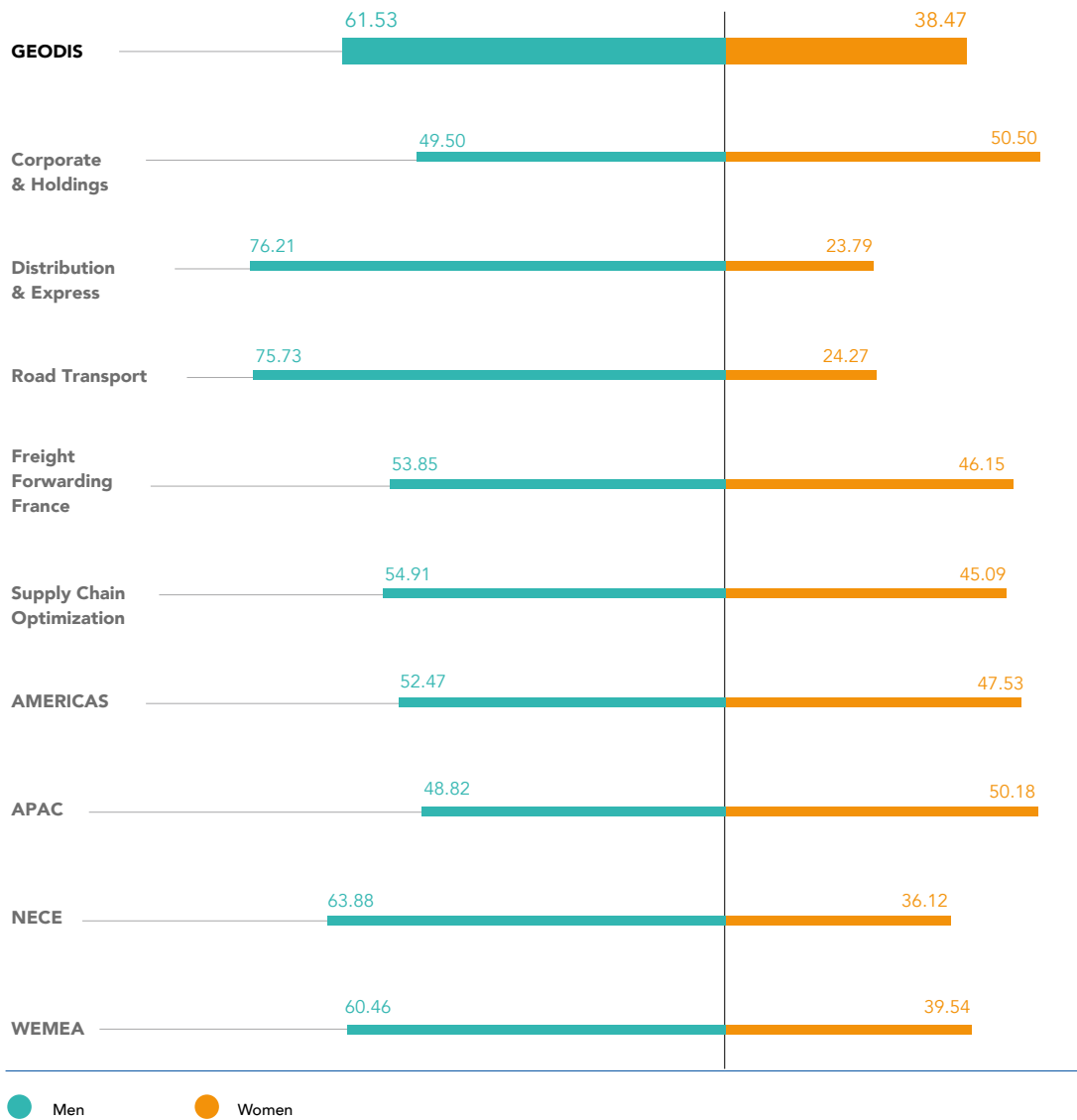
	Total number of sites	ISO 9001	ISO 14001	ISO 45001	TAPA	SQAS	AEO	ISO 22000	ISO 50001	ISO 13485	Total certificates
AMERICAS	219	53	38	38	1	0	0	0	0	2	<b>132</b>
APAC	93	84	74	72	6	0	9	0	0	0	<b>245</b>
Corporate & Holdings	2	0	0	0	0	0	0	0	0	0	<b>2</b>
Distribution & Express	128	110	34	24	0	0	84	0	0	0	<b>252</b>
Freight Forwarding France	24	14	14	14	0	0	20	0	0	0	<b>62</b>
NECE	84	77	74	55	6	0	0	6	7	0	<b>225</b>
Road Transport	78	66	11	2	0	17	6	0	0	0	<b>102</b>
Supply Chain Optimization	33	22	11	1	0	0	0	1	0	0	<b>35</b>
WEMEA	154	112	47	30	4	0	62	6	0	0	<b>261</b>

ISO 9001: quality, ISO 14001: environment, ISO 45001: safety, TAPA (Transported Asset Protection Association): cargo security, SQAS (Safety and Quality Assessment Series): quality and safety in the chemical sector, Certipharm: quality in the health sector, AEO (Authorized Economic Operator): customs formalities, ISO 22000: food safety, ISO 50001: energy management, ISO 13485: medical devices, quality management systems, requirements for regulatory purposes.



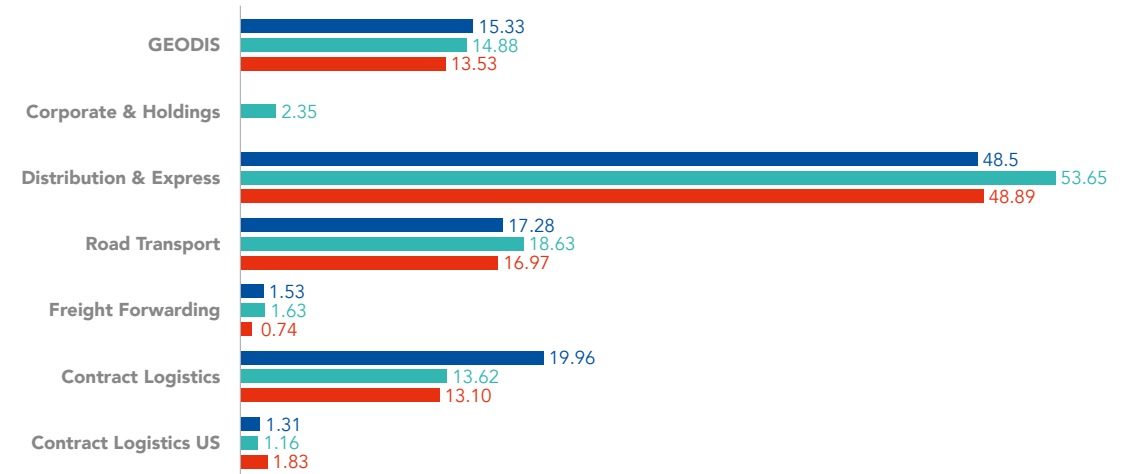
### GENDER DISTRIBUTION IN 2020

(as a percentage of FTE – Worldwide)



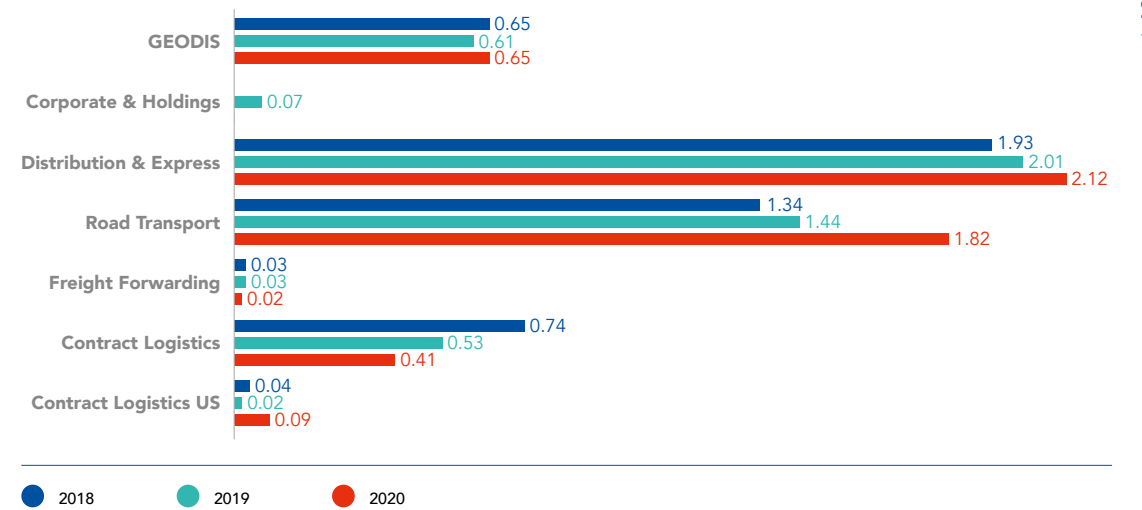
### SAFETY: FREQUENCY RATE OF OCCUPATIONAL ACCIDENTS

(worldwide) Correspondence GRI4: LA7



### SAFETY: SEVERITY RATE OF OCCUPATIONAL ACCIDENTS

(worldwide) Correspondence GRI4: LA7



### NUMBER OF EMPLOYEES 2020

**41,837**  
employees

### NUMBER OF HOURS OF TRAINING BY FTE

▶ 2019 **10.7** hours  
▶ 2020 **10.07** hours

### SHARE OF DISABLED WORKERS

(FTE share, full-time equivalent)

	2018	2019	2020
GEODIS	1.79	2.61	3.30
France	3.57	4.60	4.81

#### REPORT SCOPE

The information contained in this report concerns 2020 and the first quarter of 2021. The auditor EY has conducted an independent review of the reporting process for selected key CSR indicators for GEODIS in 2020. Details on the methodologies used (scope, data collection and consolidation, choice of indicators, methodological limits, monitoring and verification of indicators) are available on [geodis.com](http://geodis.com) under the CSR section together with the moderate insurance report issued by EY.

#### ACKNOWLEDGMENTS

GEODIS' 2020 Activity and Corporate Social Responsibility Report was produced by the Group's CSR department, with the support of the Marketing and Communications department and thanks to the participation of the Regions, Lines of Business as well as all the Group's support functions. We would like to thank everyone who contributed.

#### PHOTO CREDITS

All rights reserved • Bruno Clergue • François Daburon • Geodis Media Center / Christophe Mougne - The Decisive Moment INC • Graphix-Images / DA SILVA Augusto • Istock by Getty Images / alvarez; Bim; Daniel Mitty; deliormanli; epicurean; ferrantraite; fstop123; Hiranman; Kesu01; Phuchit; puhhha; SDI Productions; shansekala; StockRocket; urbazon; zhaojiankang; zoranm • Marco Miglioli • Mourad MOKRANI • Shutterstock / Pressmaster; Monkey Business Images • Unsplash / Victor Garcia

Design and production: **la nouvelle**

This document is printed on paper from sustainably managed forests.



**GEODIS**  
KEEP RISING